



CORE.NV

2025 NASCIO STATE IT RECOGNITION AWARDS

Project Title: CORE.NV Phase 1A: Modernization of ERP Financial System

NASCIO Award Category: Enterprise Technology Management

State: Nevada

Agency: Office of Project Management (OPM)

Project Dates: October, 2023 - January, 2025

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Executive Summary

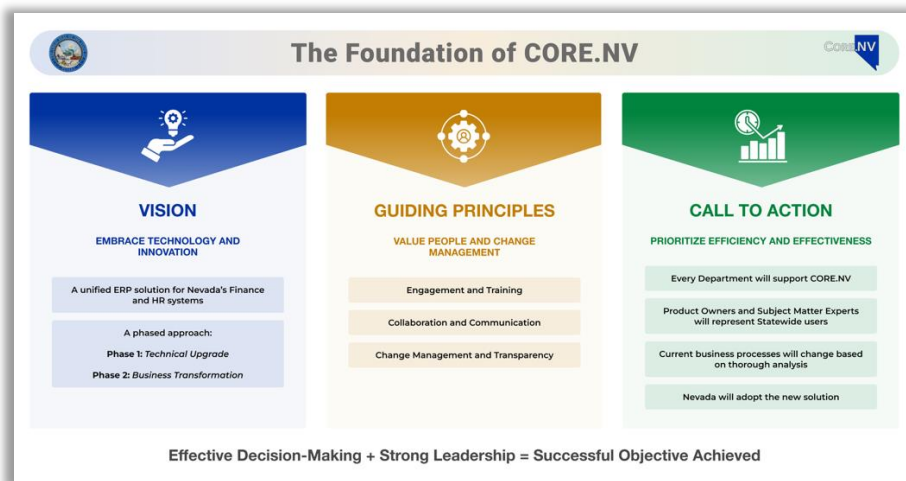
CORE.NV Phase 1A represents a landmark achievement in modernizing Nevada’s government operations. In just 15 months, the CORE.NV team replaced the state’s outdated financial system with a fully integrated, secure, and scalable enterprise resource planning (ERP) platform.

Responding to an urgent need, the project team executed a phased implementation strategy focused on both speed and quality. Phase 1A launched on time and within budget in January 2025, enabling the state to begin issuing payments and managing finances on a modern platform.

In its first quarter of operations, CORE.NV processed nearly \$4 billion in non-payroll financial transactions, demonstrating large-scale adoption and the system’s scalability to support mission-critical state operations. Governor Joe Lombardo celebrated the milestone in his 2025 State of the State address, calling it a turning point in IT modernization:

“I am proud to announce that the first phase of the financial system went live on January 2 and is now paying Nevada’s bills. And the H.R. system is on track to be fully implemented this summer... on time and within budget!”

The success of Phase 1A was driven by unified foundational values for stakeholders and team members alike. The image below illustrates CORE.NV’s vision, guiding principles, and call to action. These values demonstrate the strategy to improve government operations and deliver better service to all Nevadans.



CORE.NV’s success is rooted in its comprehensive approach, combining agile methodology, clear organizational change management, and effective coordination between state leadership and private-sector partners. The initiative went far beyond technical implementation by fostering a culture of accountability, end-user empowerment, and continuous improvement. With Human Resources and Payroll modules on track for mid-2025 and more agencies integrating into the system, CORE.NV lays the groundwork for sustainable modernization across state government.

Nevada’s delivery of this ERP modernization is a compelling example for other states facing legacy system challenges. CORE.NV proves that with strong leadership, intentional change management, and a disciplined execution strategy, states can modernize essential systems while minimizing disruption.

Project Description

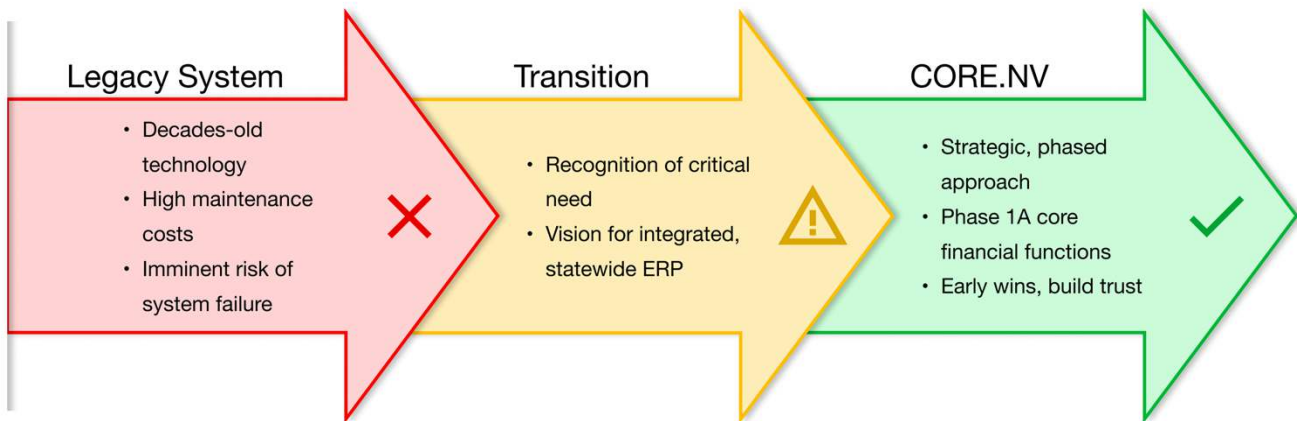
IDEA

Nevada’s state government was operating on a decades-old financial system that had become increasingly costly to maintain and was no longer meeting the operational, reporting, or security needs. A previous attempt to modernize led to over \$100 million in spending without delivering results. With the previous, unsupported financial system, the risk of failure was imminent, threatening the continuity of Nevada’s most essential business functions. With every year that passed, the risk of system failure grew, threatening the state’s ability to pay vendors, employees, and manage its \$14 billion biennial budget.

CORE.NV was born out of necessity and succeeded through a strategic and focused path forward. Nevada supports over 17,000 state employees and delivers essential services to more than 3 million residents. Outdated financial and HR systems hindered transparency, delayed payment processing, and limited the state’s ability to comply with federal and audit standards. This project is critical for the entire state because it has ramifications for every agency, employee, and resident who relies on a stable and responsive state government. Financial operations such as budgeting, procurement, accounting, and payroll are the backbone of public service delivery. Without a modern, secure system, the state risked delayed payments, audit findings, and a growing inability to meet evolving compliance and transparency requirements.

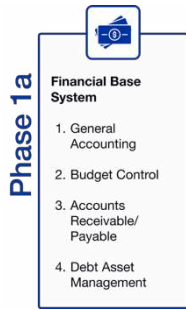
The project vision was to deliver an integrated ERP solution that modernizes Financial and Human Resource operations by increasing efficiency, unifying data, improving workflow effectiveness, and support scalable operations across all state agencies. This vision guided the entire project lifecycle ensuring that design decisions, stakeholder engagement, and implementation steps all contributed to a responsive and adaptable government.

What set Nevada’s approach apart was its disciplined, phased delivery strategy. Most state systems either fail to meet deadlines or overextend scope. Phase 1A focused on implementing a usable and stable base system for core financial functions. The success of Phase 1A established trust and momentum, which the team can take into the next phases. This approach allowed for early wins and minimized risk and is a model that is replicable across states facing similar modernization challenges.



CORE.NV is not only a success story for Nevada, but also a repeatable and practical model for public sector transformation. States across the nation face similar legacy system challenges.

IMPLEMENTATION



The CORE.NV Phase 1A implementation was executed within an ambitious 15-month window, beginning in October 2023 and culminating in the launch of Nevada’s new financial system on January 2, 2025. Phase 1A delivered a Minimum Viable Product (MVP) which included General Accounting, Accounts Payable, Fixed Assets Management, Budget Control for all legacy agencies, Accounts Receivable (for the State Controller’s Office and State Treasurer’s Office), and Procurement (for the Department of Administration). These components represented the foundational backbone of the state’s new ERP system.

The CORE.NV deployment introduced streamlined workflows, enhanced operational efficiency, and innovative tools to support essential government functions. Nevada partnered with CGI as its ERP solution provider and implementation partner, leveraging its expertise in public-sector transformation. CGI’s collaboration was instrumental in deploying a secure and stable platform, ensuring rigorous testing, and managing deployment activities throughout each phase of implementation. The project was built on CGI Advantage®, a cloud-based ERP solution known for its scalability, configurability, and strong track record in the public sector. CORE.NV now integrates core financial functions into a unified system, automating tracking and reporting, consolidating financial data, and offering real-time insights. These capabilities reduce administrative overhead while improving data accuracy and visibility. Successfully delivering this level of transformation in just 15 months reflects both the strength of the partnership and the disciplined execution of the project team. This result is a rare achievement for a project of this size and complexity.

Leadership and coordination were provided by the Office of Project Management (OPM), which managed execution and contract oversight. The State Controller’s Office served as the business sponsor. Cross-agency collaboration was a cornerstone of the implementation. Agency subject matter experts (SMEs) played a pivotal role in gaining buy-in at the ground level. These SMEs worked side by side with the CORE.NV team, often onsite at the OPM Office providing insight, validating requirements, participating in testing, and serving as direct liaisons to their home agencies. They helped interpret how system changes would impact day-to-day operations and championed those changes internally, preparing colleagues for what to expect and reinforcing key messages.

The CORE.NV project benefited greatly from the active engagement and strategic oversight of a dedicated Executive Committee. Their consistent involvement ensured strong governance throughout the project lifecycle, enabling timely decision-making, alignment with organizational goals, and proactive risk management. This high level of executive support not only reinforced accountability across teams but also fostered a culture of collaboration and transparency, which was instrumental in driving the project’s success.

The graphic below illustrates the governance model that was used to guide the Phase 1A rollout.



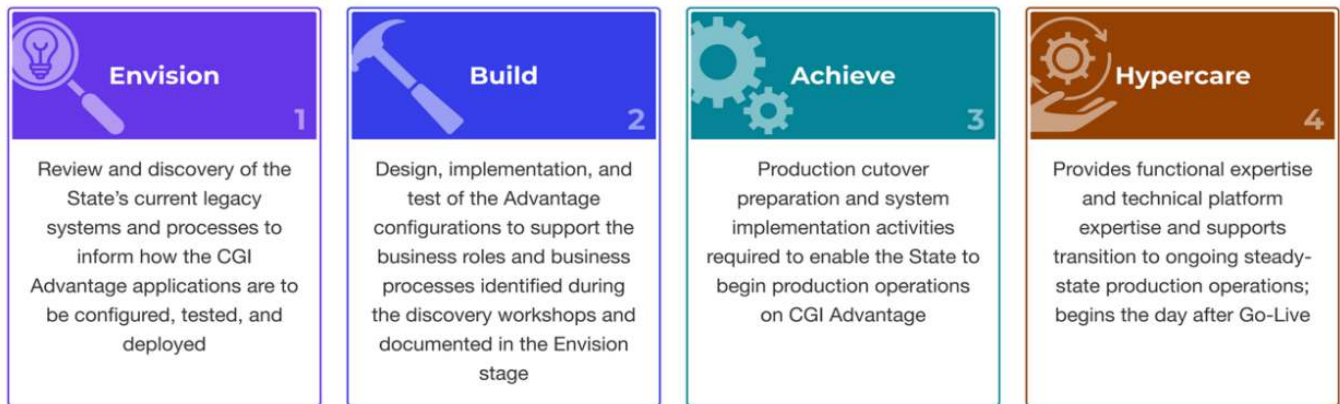
Nevada’s implementation followed a phased and agile roadmap, prioritizing the deployment of a stable base system before advancing to broader business transformation. This approach enabled the team to deliver meaningful value quickly while preparing for long-term scalability.

The structured implementation methodology, which includes four stages: Envision, Build, Achieve, and Hypercare, guided a disciplined and organized rollout. These stages provided a shared framework that aligned state and vendor teams around key milestones, deliverables, and support plans.

During the Envision phase, state agencies participated in deep-dive discovery sessions to review current legacy processes and inform system design. The Build stage involved the configuration and testing of the ERP system, driven by agency business requirements. By the Achieve phase, preparation for go-live was in full motion, with cutover rehearsals and user readiness activities. On January 2, 2025, the project transitioned to the Hypercare phase, which included two weeks of on-site support in Carson City by project teams from Finance, Procurement, and Security, ensuring smooth stabilization and rapid issue resolution.

A critical pre-go-live milestone was the completion of end user acceptance testing, during which 3,593 test scripts were executed with a pass rate exceeding 96%. Following this, the project transitioned into a Hypercare support period. For the first two weeks of January 2025, the project team, including Finance, Procurement, Security, and Workflow specialists, provided on-site support in Carson City, working directly with the State Controller’s Office, State Treasurer’s Office, and Department of Administration, and others. This presence ensured real-time issue resolution, expedited configuration adjustments, and smooth onboarding.

The graphic below illustrates the four stages of the implementation strategy that guided the Phase 1A rollout. This methodology not only ensured clarity and accountability at each milestone but also created a structured, repeatable path for ongoing modernization.



A key success factor was the integration of Organizational Change Management throughout the project. More than 260 targeted communication and engagement activities were conducted, including user demos, agent meetings, and stakeholder briefings. A centralized SharePoint hub served as a central resource for end users, providing easy access to reference guides, video tutorials, job aids, process crosswalks, and monthly newsletters. Training was tailored to agency-specific workflows to ensure relevance and effectiveness. These efforts resulted in strong adoption, with 92% of all registered users actively engaging with the new system during the first quarter following launch.

Success was defined by a stable go-live, functional integrity, strong user engagement, and processing throughput. More than 3,500 test scripts were executed during user acceptance testing, achieving a pass rate over 96%. In the first 90 days after launch, CORE.NV processed more than 180,000 checks and over 3.9 billion dollars in payments, reflecting immediate operational continuity and system effectiveness.

Through strong public-private collaboration, Nevada demonstrated that large-scale modernization is achievable with clear scope management, strategic execution, and continuous stakeholder engagement.

IMPACT

CORE.NV Phase 1A has delivered measurable improvements in how Nevada’s government conducts its financial operations. Before, the state relied on siloed, manual systems prone to delays, security risks, and audit challenges. Today, the state operates on a unified, cloud-based enterprise platform with automated workflows, centralized data, and real-time visibility, allowing the state to better serve residents, businesses, and public employees.

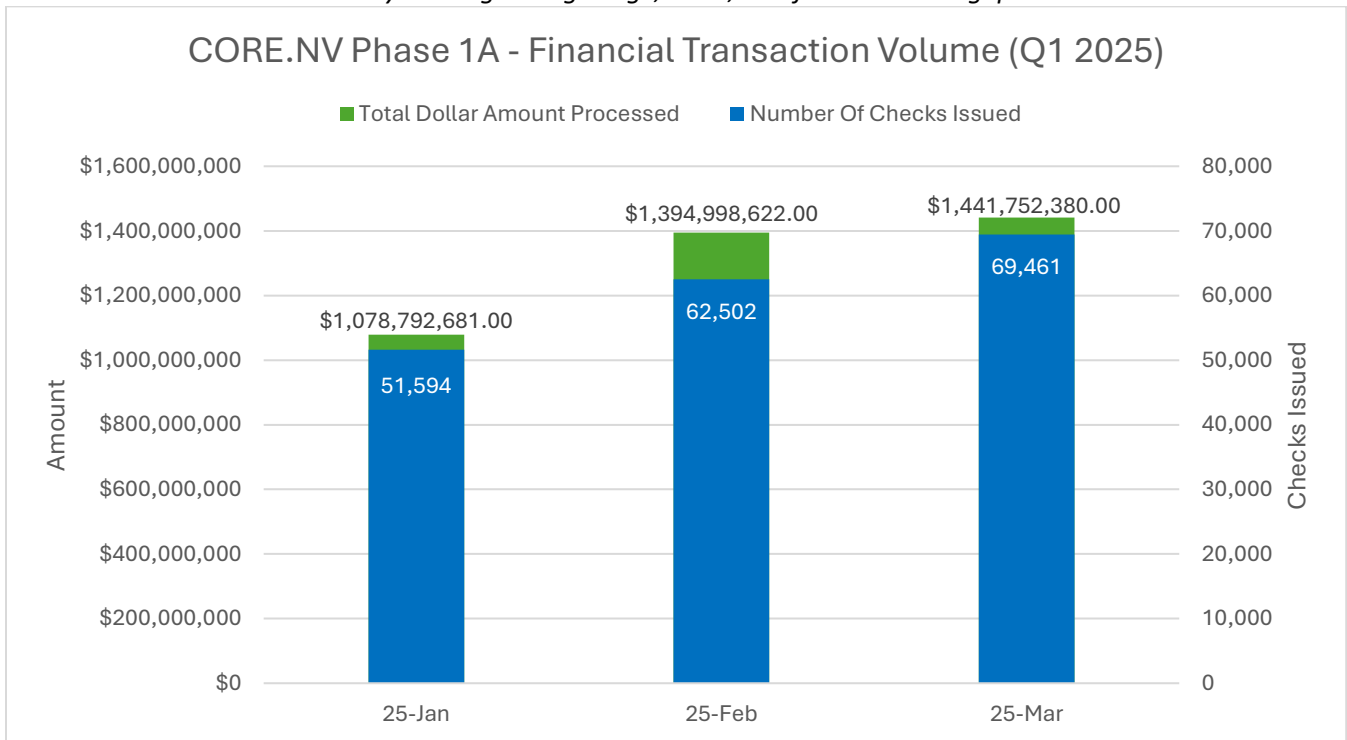
“Before CORE.NV, our team often worked nights and weekends just to keep financial operations running. Now, we can spend that time improving services, not chasing down system errors.”
 — Agency Finance Lead, State Department

Quarter 1 metrics following go-live demonstrate an immediate return on investment:

- **Total non-payroll checks issued:** 183,557
- **Total value of non-payroll payments processed:** \$3.9 billion
- **Manual transactions:** 117,883
- **Batch transactions:** 166,397
- **Active users:** 881, representing 92% of registered users

These metrics confirm high adoption and demonstrate the platform's effectiveness as a foundational financial engine for state government.

The Chart below illustrates the system’s growing usage, scale, and financial throughput over time.



As the above visualization shows, the usage of the new financial system has grown month over month throughout the first quarter of usage. This trend highlights the successful adoption of the system by end-users, as well as the overall scalability and functionality.

Beyond operational metrics, the project achieved three major outcomes: it increased security and stability of the state’s financial system, reduced burden on state employees through the addition of streamlined workflows and intuitive tools and provided groundwork for continued transformation.

1. Organizational feedback on the CORE.NV Phase 1A implementation has been generally positive, with strong awareness and engagement across agencies.

According to the Change Readiness Survey, 97% of respondents reported having heard about the CORE.NV system implementation prior to Go-Live. When asked about their view of the project, 45% described themselves as “cautiously optimistic,” while 11% were “excited” and 12% were “curious,” indicating a largely open and positive outlook.

2. Confidence in the project and its impact was reflected in key readiness indicators.

A combined 77% of respondents agreed (26% strongly, 51% somewhat) that they understood how the change would affect them, and 76% also agreed (21% strongly, 55% somewhat) that the system would positively affect their work. Additionally, 74% expressed confidence in the CORE.NV Project Team’s ability to successfully complete the implementation.

3. Early resistance to change was mitigated through a robust training and communication strategy.

A significant 93% of respondents indicated they were committed to fully engaging in the training steps and learning resources, and 76% expressed interest in registering for a facilitated Practice Lab. Confidence in training delivery was also notable, with 73% (26% strongly, 47% somewhat) agreeing that their organization would provide the training needed to use the system successfully. Communication was delivered through multiple channels, with 91% receiving information via email, 61% through newsletters, and 38% via the CORE.NV SharePoint site. In terms of effectiveness, 74% rated communication as at least “somewhat effective.”

4. Leadership engagement was a key driver of readiness and trust.

83% of respondents agreed (45% strongly, 38% somewhat) that their leadership enabled collaboration and information sharing, and 87% (54% strongly, 33% somewhat) believed leadership would devote enough time to support and advocate for the change.

Results		
<p>Reduces errors in financial records</p>	<p>Adheres to regulatory & audit requirements</p>	<p>Promotes transparency & accountability</p>
<p>Enhances fiscal planning & control</p>	<p>Improves accessibility & decision-making</p>	<p>Results in cost efficiencies</p>

The platform has significantly reduced errors in financial processing by eliminating manual entry and consolidating siloed systems. Regulatory and audit compliance have improved through system-enforced business rules, enhanced workflow approvals, and role-based security. The state now has access to real-time financial data, enabling proactive budget control and improved forecasting. These features are especially impactful during budget cycles and audit periods, where immediate, accurate data is essential.

The system includes functionality for General Accounting, Accounts Payable, Fixed Assets Management, Budget Control, Accounts Receivable, and Procurement, all key financial activities required to support government operations. These components have streamlined daily workflows and reduced administrative overhead, allowing agency teams to shift focus from data entry and error correction to analysis and decision-making.

CORE.NV has already begun yielding cost efficiencies by retiring legacy systems, reducing support hours, and minimizing data reconciliation. These savings, combined with improved operational performance and audit readiness, position the project to continue delivering returns for years to come. The system's scalable architecture will enable future enhancements. CORE.NV will continue its rollout in 2025 with Phase 1B focusing on Human Resources and Payroll, followed by Phase 2 to enhance business processes and introduce new functionality. Ownership of the system will transition to the Office of the CIO to support long-term sustainability as part of Nevada's centralized technology operations. As part of its long-term governance strategy, the State will continuously monitor key performance indicators such as processing time, audit accuracy, and user satisfaction to ensure ongoing accountability and continuous improvement.

The return on investment is clear: better control of public funds, more efficient operations, and a resilient system that positions Nevada for continued modernization. CORE.NV directly supports the Governor's "Nevada Way" mission by building infrastructure that empowers a responsive, transparent government.

The CORE.NV project demonstrates that modernizing foundational government systems is not only possible but can be an efficient means to deliver more responsive public service. Nevada's approach sets a precedent for transformation done right, with results that are measurable, meaningful, and lasting.

